

## EXHIBIT A: BOSTON UNIVERSITY DEVELOPMENT PLAN

Boston University was founded in 1839 and was chartered by The Commonwealth of Massachusetts in 1869. From then until the 1930's its various schools and colleges were scattered throughout the City of Boston. In the 1930's the University recognized the need to consolidate its academic functions and buildings on one campus. Laboratories, lecture halls, seminar rooms, and faculty offices for more than a dozen schools and colleges had to be located within easy walking distance of a central library, a student union and one another. The University also recognized the need to provide student housing in close proximity to its academic centers and in the 1930's began the acquisition of these facilities on Bay State Road and Commonwealth Avenue.

Although its student population has remained relatively stable during the last decade and will continue so for the foreseeable future, the University must complete its acquisition of adequate academic facilities; it must also provide additional housing that is safe, convenient, and well-maintained to meet the pressing needs of its students. Without adequate academic and housing facilities Boston University cannot attract and retain outstanding faculty, staff and students.



For these reasons, the consolidation of the University on a central campus has been an essential concern for more than 60 years. Its completion remains the central issue underlying the University's development plan for the future.

A brief historical review shows that the University's Charles River Campus was established in 1920 with the acquisition of 15 acres of land along Commonwealth Avenue and Bay State Road between Granby Street and Chilmark Road (now University Road). The core academic facilities were constructed on the original parcel during two distinct building periods: 1938-1952 (including the College of Liberal Arts and the Schools of Management and Theology) and 1961-1968 (including the George Sherman Union, Mugar Library and the Schools of Law and Education). With the exception of Warren Towers, the West Campus complex and the Towers dormitory, the remaining areas necessary to the centralization of Boston University have been obtained through the acquisition and subsequent conversion of previously existing properties. It is interesting to note that the most devastating eminent domain takings along the Charles River were from Boston University when Storrow Drive was constructed.

The present boundaries of the Charles River Campus are delineated in Exhibit D and Exhibit D-1. It is the intention of the Board of Trustees to acquire and improve property within these boundaries to ensure continued high standards of academic excellence and to complete the centralization of the main campus begun more than sixty years ago.



The University has attempted to ensure that its new acquisitions would have a positive impact on the neighboring areas. This has been the University's commitment for more than 60 years. We still are committed to working with residents and the City to establish such areas as stable, attractive and safe neighborhoods for all who live and work there. The University continuously works with neighborhood residents, the City and its planning agency, the Boston Redevelopment Authority, to meet any reasonable concern and to structure an orderly plan for its future development.

Recently, this effort culminated in a Cooperation Agreement signed by the City and the University. In an effort to implement its responsibilities under this Agreement, the University is attempting to gradually terminate its use of leased housing for its students as alternative University-owned housing becomes available.

In addition, the University has observed a policy that no tenant living in a property at the time of its purchase by the institution will be evicted from his dwelling solely to accomodate a University use.

The University also has agreed to submit yearly reports to the Boston Board of Appeal with respect to the number of buildings in which it leases more than fifty (50%) percent of the dwelling units and with respect to its progress in terminating the use by unmarried undergraduate students of certain properties located on Bay State Road. The University has also agreed to meet at least annually with the neighborhood associations to work with the residents to structure and implement this Development Plan.



### Bay State Road

Bay State Road lies at the heart of the Charles River Campus. The University takes great pride in the intrinsic beauty of this area, and is committed to the preservation of its historic and architectural heritage through a comprehensive program of regular maintenance and supervision.

Of great significance to an understanding of the contribution that Boston University has made to this area are the comments by the famous historian Walter Muir Whitehill who, in writing of the Charles River/Kenmore Square area, said:

Boston University began life in a series of separate buildings around the top of Beacon Hill, and later, with its great expansion, fanned out all over the city. Impelled by the energetic determination of President Daniel L. Marsh it undertook in the nineteen thirties to create a central campus for itself on Commonwealth Avenue, east of Cottage Farm Bridge. Previous to this move Commonwealth Avenue west of Kenmore Square had proved a vain hope. The Temple Israel had built there on the corner of Blanford Street in 1907, in marble save on the west where cement was substituted in the confident expectation that the block would soon build up. It never did, for the street remained one of trolley cars, automobile salesrooms and vacant lots until President Marsh began its transformation. From its new buildings, Boston University had spread west to absorb the defunct Braves Field, and east to take in many of the larger houses of Bay State Road. The Lindsey house now accommodates the President of Boston University, the Weld house its Faculty Club. Altogether a street that never fulfilled its original promise is today coming into its own.<sup>1</sup>

Boston University currently owns 53 of the 65 properties located on the block between Granby and Sherborn Streets, of which

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1. Whitehill, Walter Muir, Boston, A Topographical History, The Belknap Press of Harvard University Press, Cambridge, Massachusetts, 1968, pp. 187-188



eight are utilized as academic offices, 39 as undergraduate dormitories and apartment-style residences and two as faculty, staff, married and graduate student housing (four parcels are vacant).

In addition, 156 Bay State Road, currently owned by the Lahey Clinic, and 152 Bay State Road, currently University-owned but under lease to the Lahey Clinic, will be converted to academic offices by early 1981. The University will endeavor to acquire the remaining twelve properties in this block (including Massachusetts Institute of Technology fraternities located at 155 and 165 Bay State Road) as they become available and to utilize them for either academic or residential purposes as circumstances dictate.

The University has also converted vacant land at 217 Bay State Road, a parking lot at the southwest corner of Bay State Road and Granby Street, and a portion of a parking lot at 170 Bay State Road into landscaped parks for the use of Boston University faculty, staff and students and neighborhood residents alike. In conjunction with the effort to create open space and reduce traffic in this area, the University intends to cooperate with other Bay State Road residents to close this section of Bay State Road in order to create a landscaped pedestrian mall.

Boston University currently owns fifteen of the 31 properties located in the block between Sherborn and Deerfield Streets, of which eight are utilized as academic offices (including the Admissions Office, Alumni House, and the Offices of the President, Provost and several Vice Presidents), four as faculty, staff and



married and graduate student residences and one as a dormitory (the Towers); two parcels are vacant. The property located at 143 Bay State Road, currently owned by the Lahey Clinic, will be converted to academic offices in 1981. Several mini-parks have already been established in this area, and future acquisitions will enable additional landscape improvements.

The University will endeavor to acquire the sixteen remaining properties as they become available (including a Massachusetts Institute of Technology fraternity at 111 Bay State Road).

Among the potential acquisitions in this area are several outstanding examples of late 19th century architecture which will lend themselves to conversion to academic offices or faculty and staff housing. Other brownstones, particularly on the south side, will be utilized as academic offices or residences as needs dictate.

In the block between Deerfield and Raleigh Streets, there are approximately 1,115 residents. Of this number, 815 are Boston University students, faculty and staff, constituting over 72% of the people living in this block. Of the remaining 308 people, over 100 are students living in MIT fraternity houses.

By the beginning of the 1981-82 academic year, the University hopes to convert four undergraduate apartment residences to graduate or married student housing leaving only seven undergraduate residences on this block. With the exception of Shelton Hall, the University will endeavor to relocate remaining undergraduates to



other areas as space becomes available, and to reserve this area for faculty, staff and married and/or graduate student housing.

With respect to future acquisitions, the University will utilize such properties for residences or academic purposes, but will not utilize any property for unmarried undergraduate student housing.

In the area between Raleigh Street and Charlesgate West, there are 833 residents; 682 (or 82%) are Boston University students, faculty and staff and only 151 (or approximately 18%) are non-Boston University residents. Future acquisitions in this block are not planned, but any such acquisition would be implemented in accordance with Section B of the Cooperation Agreement.

#### Kenmore Square

Kenmore Square is the gateway to the Charles River Campus of Boston University. The University is therefore anxious to continue to work with community groups, area businessmen and residents to restore and upgrade the area. In this regard, the University will participate in joint acquisitions which will be consistent with these aims.

For example, Boston University has acquired the former Kenmore Hotel and is actively working with the City of Boston and a private developer to produce housing which will enhance the fabric of community life, and produce real estate taxes for the City.



Other possibilities include participation with the owners of the Fenway Motor Hotel in the expansion of its facilities.

It should be noted that Boston University, by agreement with the City, refrained from entering the Kenmore Square Area when the demise of Grahm Junior College raised the specter of its property in the Kenmore Square area being used other than in the most constructive way.

The present condition of Leverett Hall and the statement it makes in Kenmore Square is a clear indication that the apprehensions of the University were correct. But now, with the City's support, we have entered into a working agreement with the Kenmore Square Businessmen's Association to actively participate in the preservation of all Kenmore Square properties where a future use would be detrimental to the Kenmore Square Businessmen's Association, the City, and Boston University.

#### Commonwealth Avenue

The University intends to acquire property on Commonwealth Avenue for expansion of academic, classroom and science facilities except in cases in which circumstances clearly dictate residential or commercial usage. The main building of the Lahey Clinic (605 Commonwealth Avenue) will be converted to academic and classroom use by early 1981. The Lahey parking facility (595 Commonwealth Avenue) will continue in the same mode until development plans (perhaps in conjunction with the Fenway Motor



Hotel) can be completed. In general, conversion of Commonwealth Avenue properties such as the Lahey Clinic building will result in a less intensive usage since the premises will serve pre-existing student, faculty and staff populations.

The use of the Lahey properties by Boston University will decrease measurably the average daily population which now uses these facilities. Presently, on any given day, over 1,500 patients staff and employees of Lahey Clinic with the attendant automobiles congest Bay State Road, Granby Street and Commonwealth Avenue. This usage will cease with the removal of Lahey Clinic. In taking over this property, Boston University will not add any additional persons or automobiles to the area but will merely relocate them from other segments of the Commonwealth Avenue area. Therefore, there will be a net reduction of 1,500 people per day. The conversion of these facilities to academic purposes are an essential part of the University's plan to develop additional research facilities and to upgrade and improve existing facilities.

#### South Campus/Audubon Circle

Although the University student population has not grown significantly, the demand for on-campus student housing has increased dramatically in recent years. As the ability to provide housing for students is crucial to the survival of Boston University the Board of Trustees is committed to establishing a student residential complex in the Buswell Street/Park Drive area, known as South Campus.



There are forty-two (42) residential properties within the triangular area bounded by Mountfort Street on the north, St. Mary's Street on the west, and the south side of Buswell Street. In a state of decay and neglect for many years, this neighborhood is an area where the desire of the City to restore blighted properties and the need for the University for student housing have coincided, and where the University's revitalization program has substantially benefited both the City and the neighborhood.

Its presence in the area began in 1956 with the acquisition of 10-18 Buswell (Warren Hall) and was enhanced thereafter by the establishment of two dormitory complexes at 518 Park Drive and 40-48 Buswell Street. In 1977, the University began to acquire property on Buswell Street and Park Drive for student housing. In the process, because of the extensive rehabilitation required in each building, the University has reversed the trend toward urban decay.

As an example of the positive force that the University has exerted, we cite the re-opening of six abandoned stores on the corner of Buswell Street and Park Drive which for many years were empty and boarded up. With the coming of a concentrated student population in this area, all these stores now have been reopened and refurbished; all of the properties have gained in value and are thus making significantly increased tax contributions to the City of Boston.



The University currently owns 31 of the 42 residential properties in South Campus with a student housing capacity of approximately 1,100, or 14% of the total number of undergraduates housed at the Charles River Campus. If the University were able to acquire the eleven remaining properties, its student housing capacity would be increased by approximately 1,500 persons. This would be a significant percentage of the 8,000 students that we now house in University residences and would be another significant step in implementing the agreement with the City to concentrate our students closer to the Central Campus thus having the effect of withdrawing students from the Brighton/Allston area and the Bay State Road area.

#### The Armory/Allston-Brighton

It is the University's long-range goal to encourage students to move closer to the core campus and out of residential areas of Allston-Brighton. In order to provide safe and attractive housing closer to the campus, the University has developed the South Campus area described above. In addition, the University hopes to acquire the Commonwealth Armory, which marks the geographic division between the West Campus complex and the core academic facilities. If the University acquires the 10.2 acre site, it will make every effort to establish tax producing functions as well as educational uses. Potential uses under consideration include the following: expansion of existing athletic facilities; the development of



commercial and residential properties; and the construction of a parking garage. The acquisition and development of the Armory will be planned in consultation with the community, to help reduce the University's impact on Allston-Brighton. If economically favorable, we will provide student housing for those now living in the Allston-Brighton area. At the same time, it will help reduce on-street parking in these neighborhoods.

With respect to the western boundaries of the campus, the University does not intend to extend beyond Malvern Street Field. Future acquisitions will be used primarily for expansion of athletic facilities and any new athletic facilities at Malvern Street or the Armory will provide opportunities wherever feasible for reasonable use by the public as well as the students of Boston University.

The property located at 1106-1110 Commonwealth Avenue will continue as a University dormitory and plans are being formulated to add twenty units to the top floor.

Finally, the University's leasing of residential property in the Allston-Brighton area will be eliminated gradually over the next few years as more University-owned housing becomes available.

In 1979-80 the number of leased apartments used by the University and its students stood at 111; this year it was 84, or a reduction of 24%. Every effort will be made to continue this withdrawal of student housing from the Allston-Brighton area as we are able to consolidate into the Buswell Street/South Campus



area in furtherance to the University's commitment to the Brighton-Allston citizens and the City of Boston. It is clear, however, that unless Boston University can complete the development of its central campus, it cannot achieve the objective of withdrawing from the neighborhoods of Allston-Brighton and Brookline.



## PROPOSED DEVELOPMENT PLAN FOR BOSTON UNIVERSITY THEATRE DISTRICT

Since its founding in 1954, the School for the Arts at Boston University has had an international reputation for its distinguished faculty, outstanding and gifted students, and the contribution of its alumni in the field of music, theatre and visual arts.

Boston University's involvement in the Fenway area precedes its purchase of the Theatre at 264 Huntington Avenue as there has always been a close relationship with the Boston Symphony Orchestra whose members include many alumni and instructors in the School. In recent years, Boston University was a founding member of the Boston Plan, now the Boston-Fenway Program, in order to assist in the upgrading of the entire Fenway area.

The Theatre located at 264 Huntington Avenue has been the principal workshop and production center for the Theatre Division. One of the severe restrictions that the University has had to deal with at that building has been the lack of adequate space. The building does not have the necessary rehearsal halls, workshops, offices, parking or classroom space. In order to maintain and enhance the quality of education, Boston University will have to expand its facilities. In 1979 Boston University purchased the Junior Achievement Building at 258 Huntington Avenue as a site for workshops and classes. Within the next year, there will be extensive exterior and interior renovation to the building which will relieve some of our space needs and will also improve

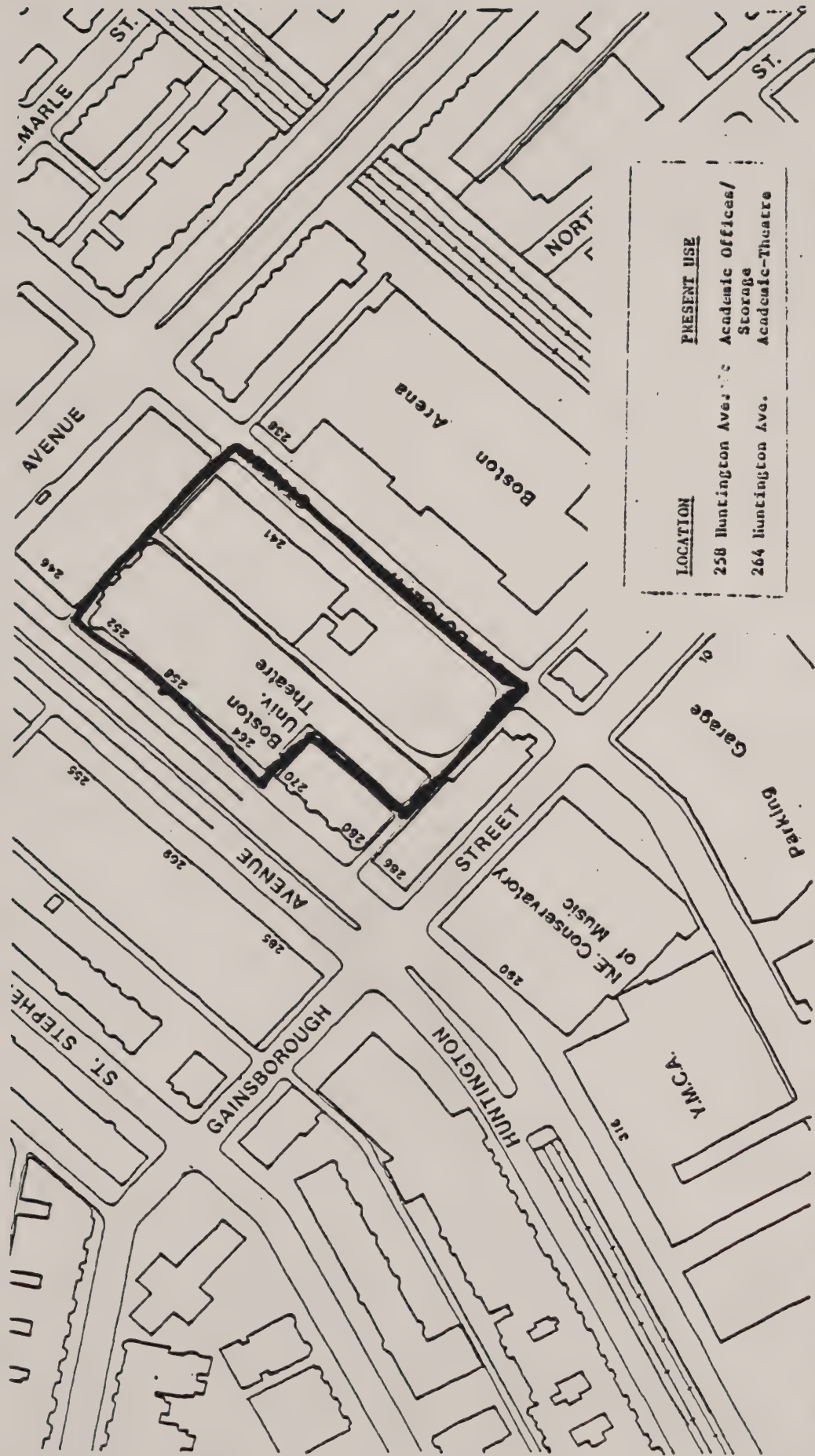
the visual appearance of the area.

The building at 252 Huntington Avenue that is now a Cinema building would serve as a site for more rehearsal space. The building has been for sale for at least three years because of its underutilization. It would therefore seem that it would be in the best interest of the community if Boston University were to purchase the building not only for its own theatre use but to improve the visual quality of the area.

Beyond these three buildings, Boston University will follow with interest those buildings and areas which abut its property for two reasons: (1) its own need for space and (2) the protection and enhancement of the neighborhood.

Finally, Boston University is committed to the Fenway Area and will open its facilities to the residents to enjoy its productions and to use, when available, the space for neighborhood meetings.



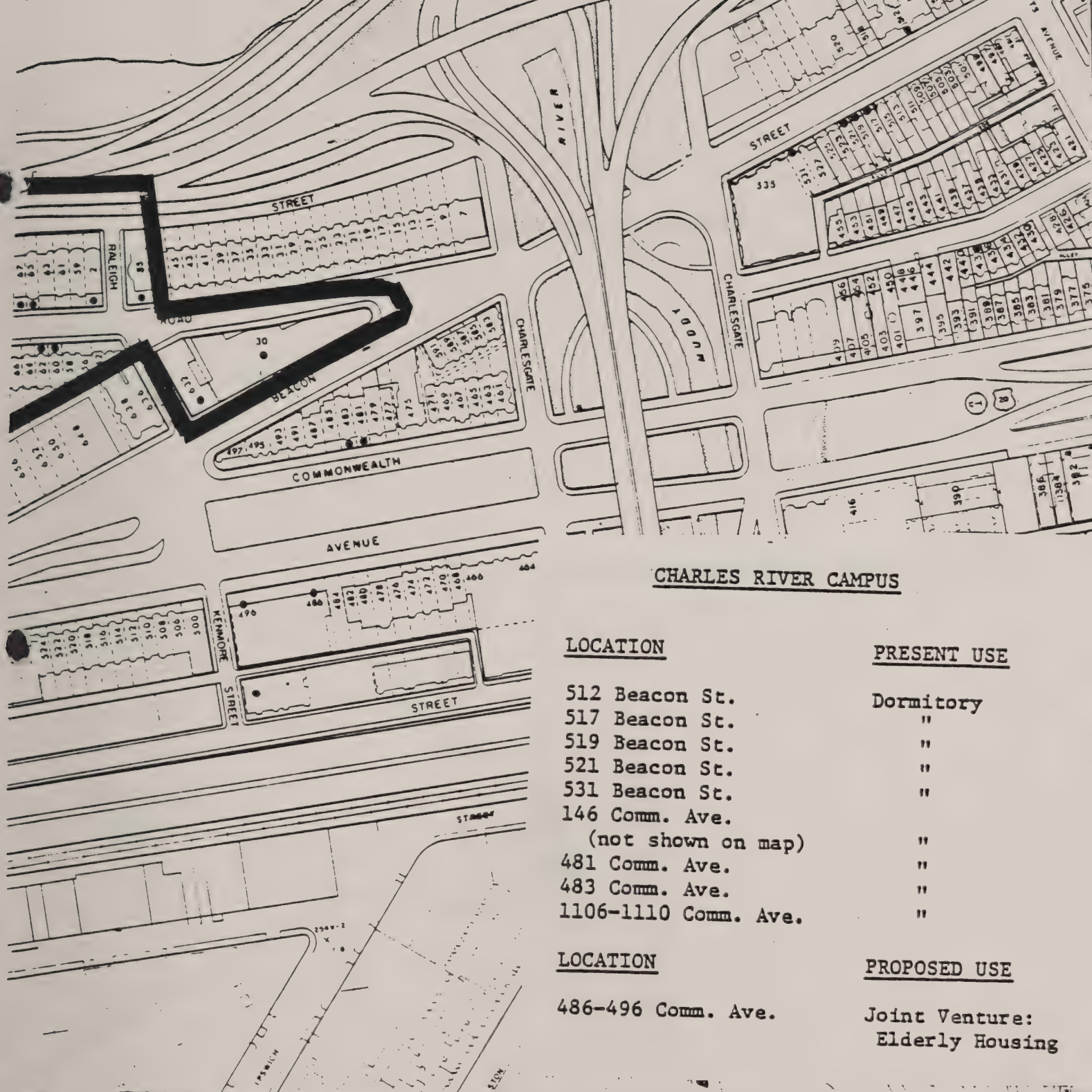


# BOSTON UNIVERSITY

## Boston University Theatre & Vicinity

0 300 ft.

October 1978



### CHARLES RIVER CAMPUS

#### LOCATION

#### PRESENT USE

|                      |           |
|----------------------|-----------|
| 512 Beacon St.       | Dormitory |
| 517 Beacon St.       | "         |
| 519 Beacon St.       | "         |
| 521 Beacon St.       | "         |
| 531 Beacon St.       | "         |
| 146 Comm. Ave.       | "         |
| (not shown on map)   | "         |
| 481 Comm. Ave.       | "         |
| 483 Comm. Ave.       | "         |
| 1106-1110 Comm. Ave. | "         |

#### LOCATION

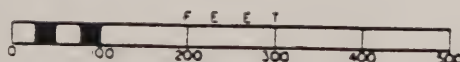
#### PROPOSED USE

|                    |                                   |
|--------------------|-----------------------------------|
| 486-496 Comm. Ave. | Joint Venture:<br>Elderly Housing |
|--------------------|-----------------------------------|

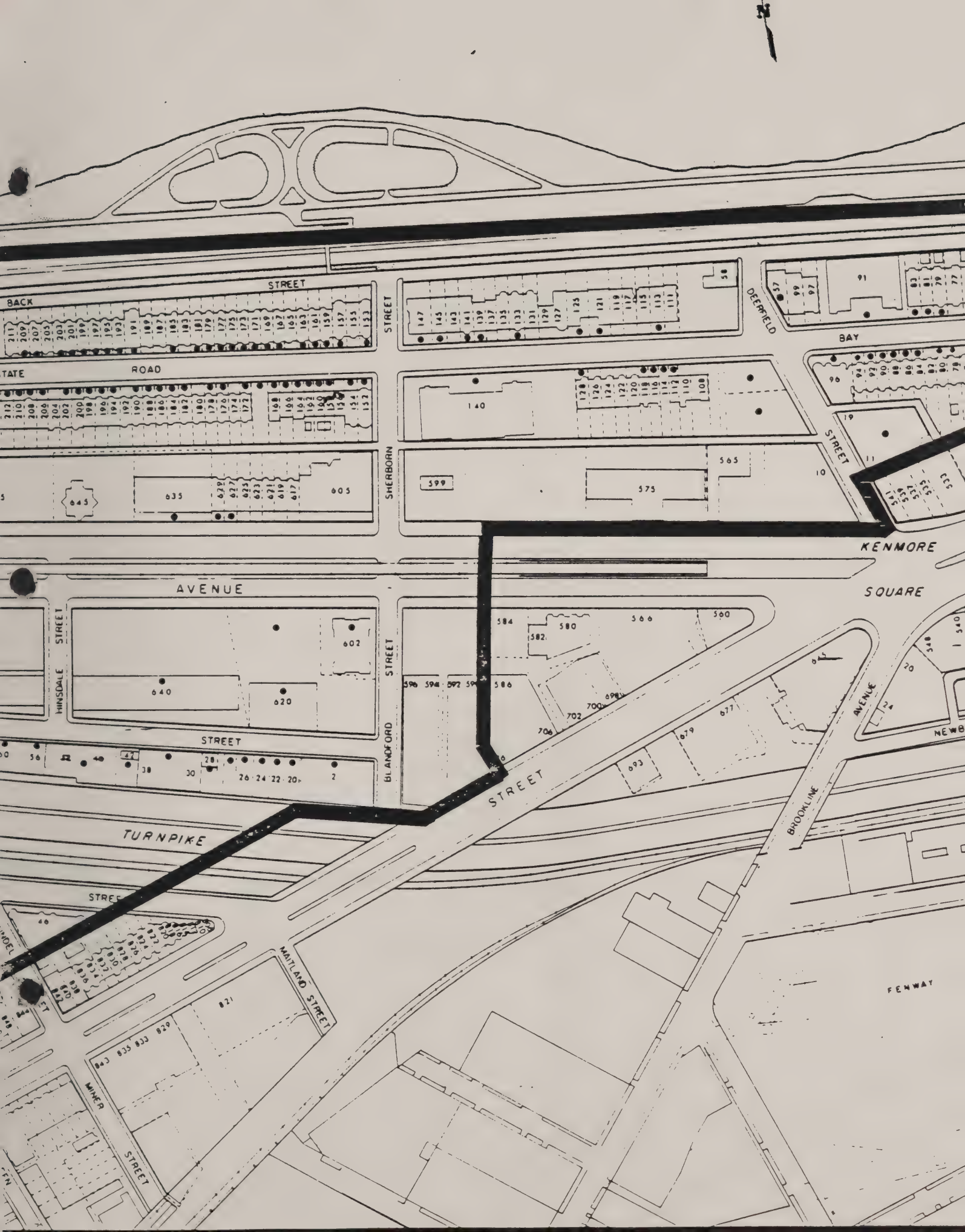
# BOSTON UNIVERSITY



## CHARLES RIVER CAMPUS AND VICINITY



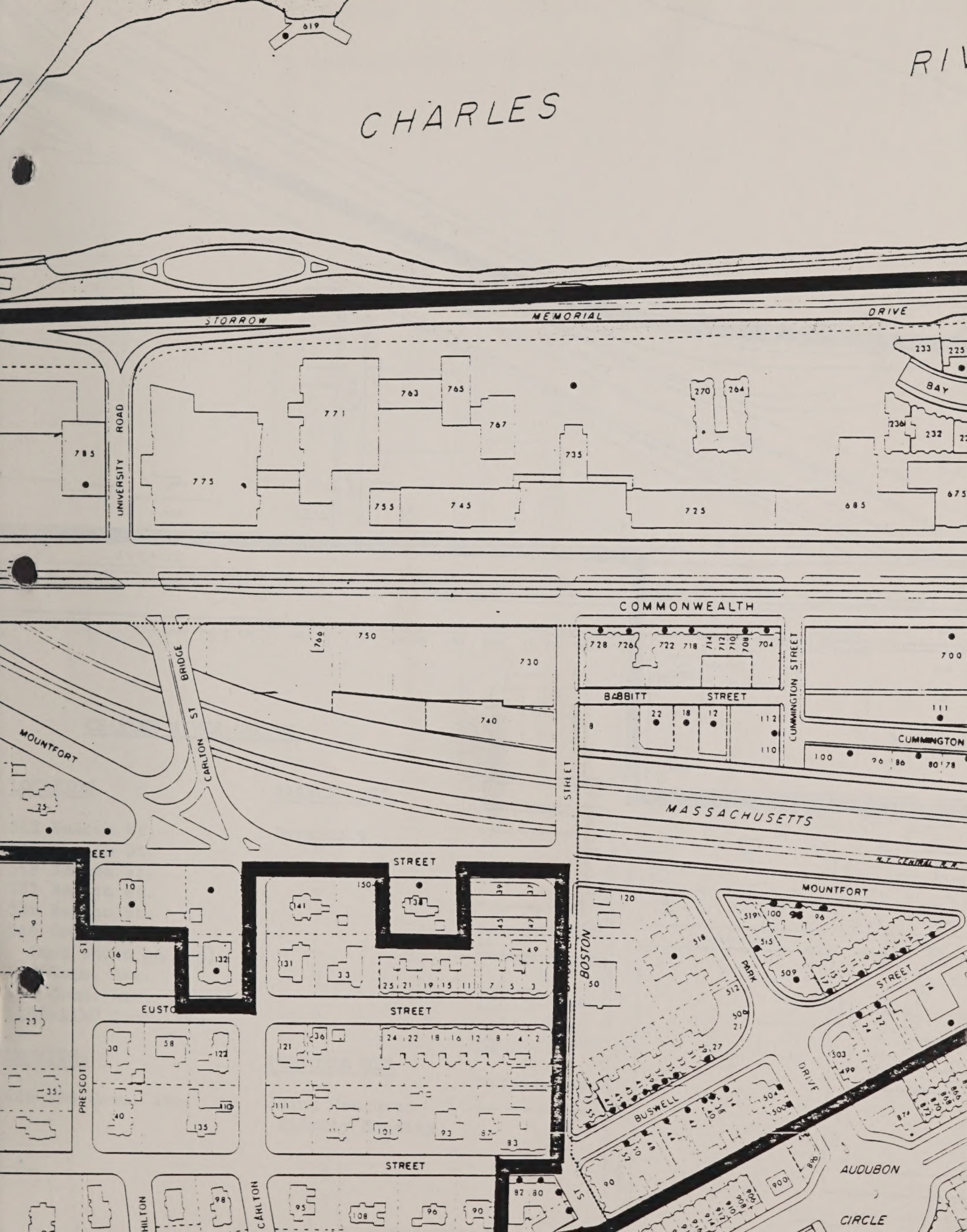




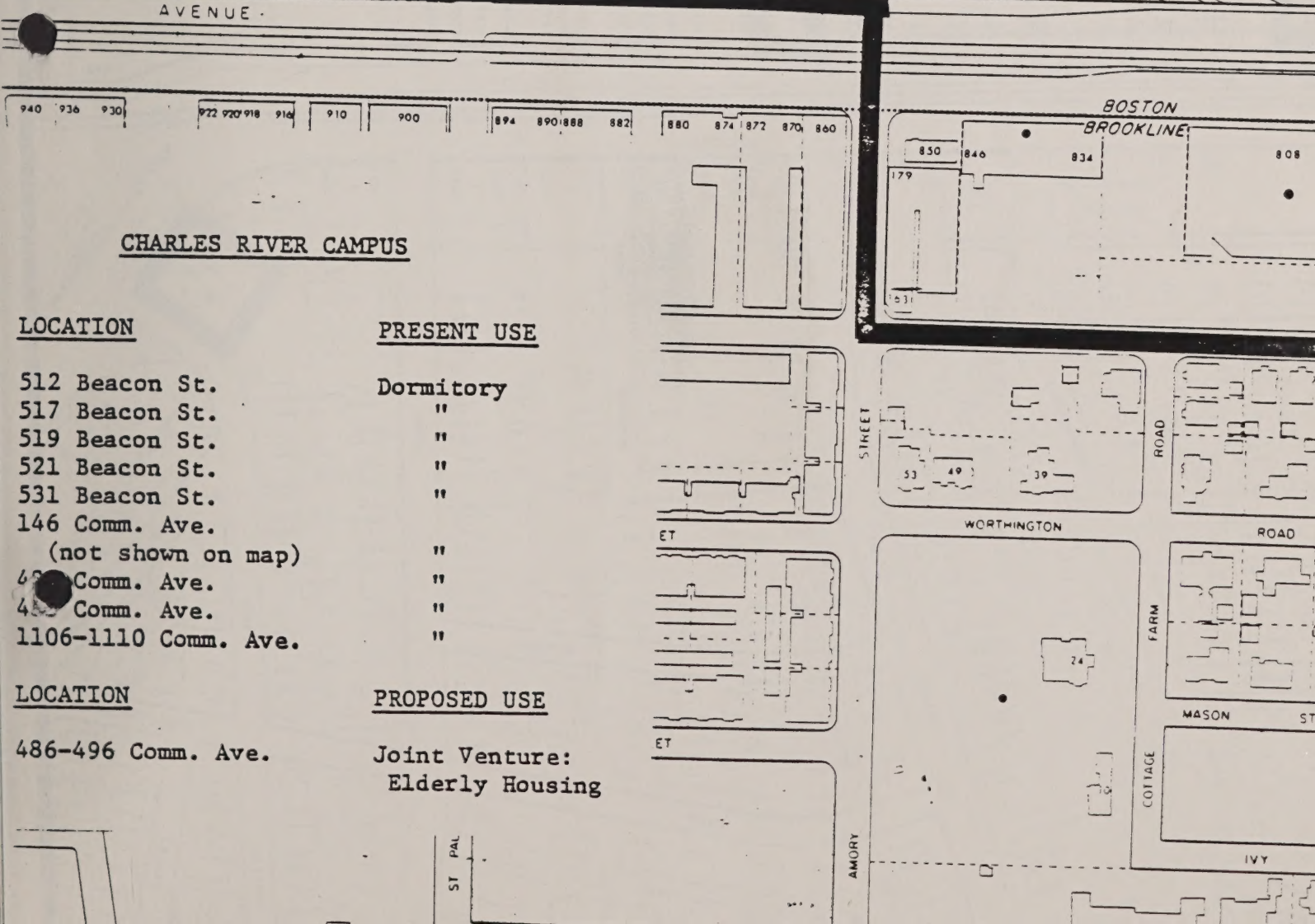
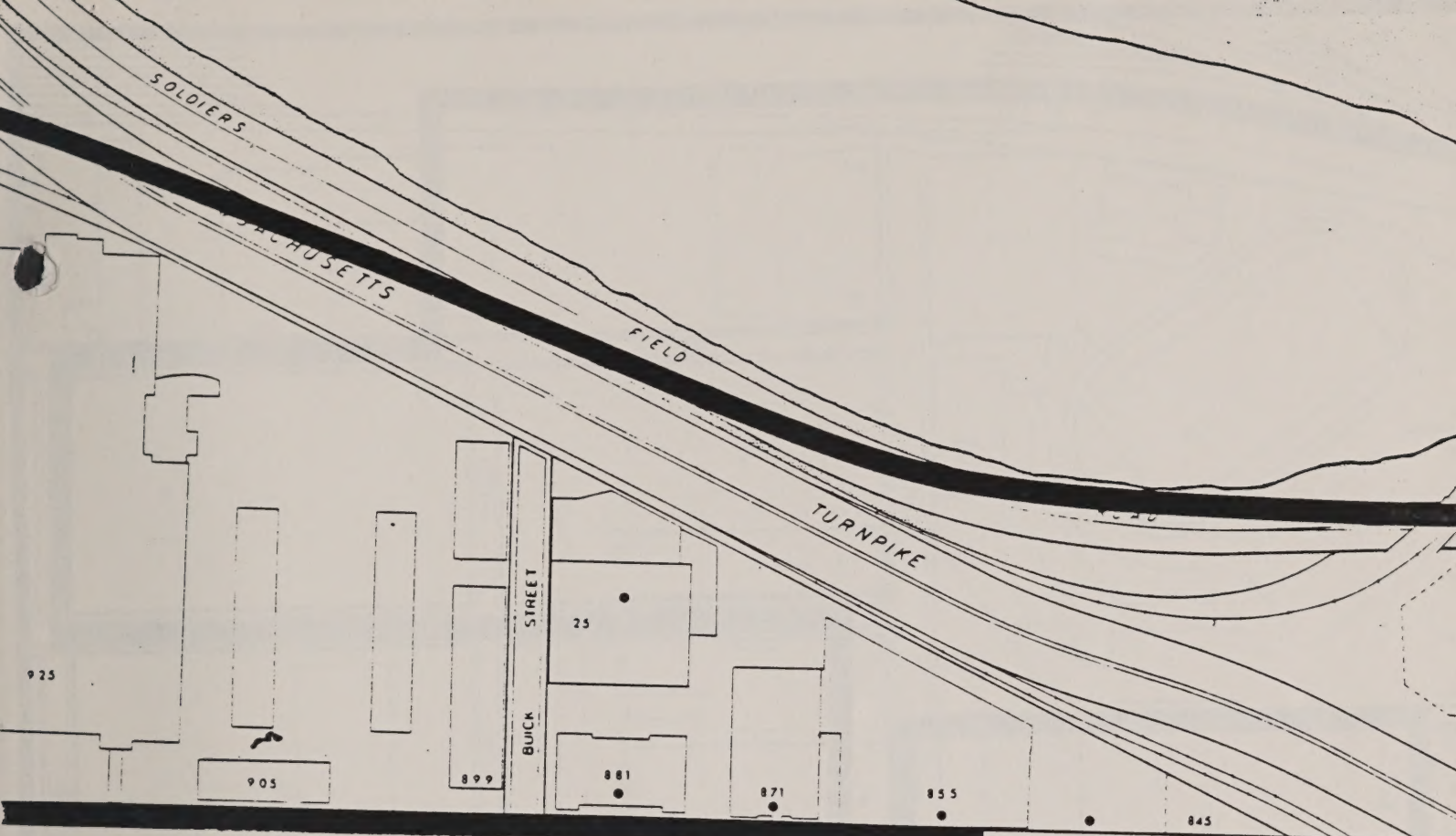


CHARLES

RIVER







# CHARLES RIVER CAMPUS

## LOCATION

## PRESENT USE

512 Beacon St.  
 517 Beacon St.  
 519 Beacon St.  
 521 Beacon St.  
 531 Beacon St.  
 146 Comm. Ave.  
 (not shown on map)  
 486 Comm. Ave.  
 488 Comm. Ave.  
 1106-1110 Comm. Ave.

Dormitory  
 "  
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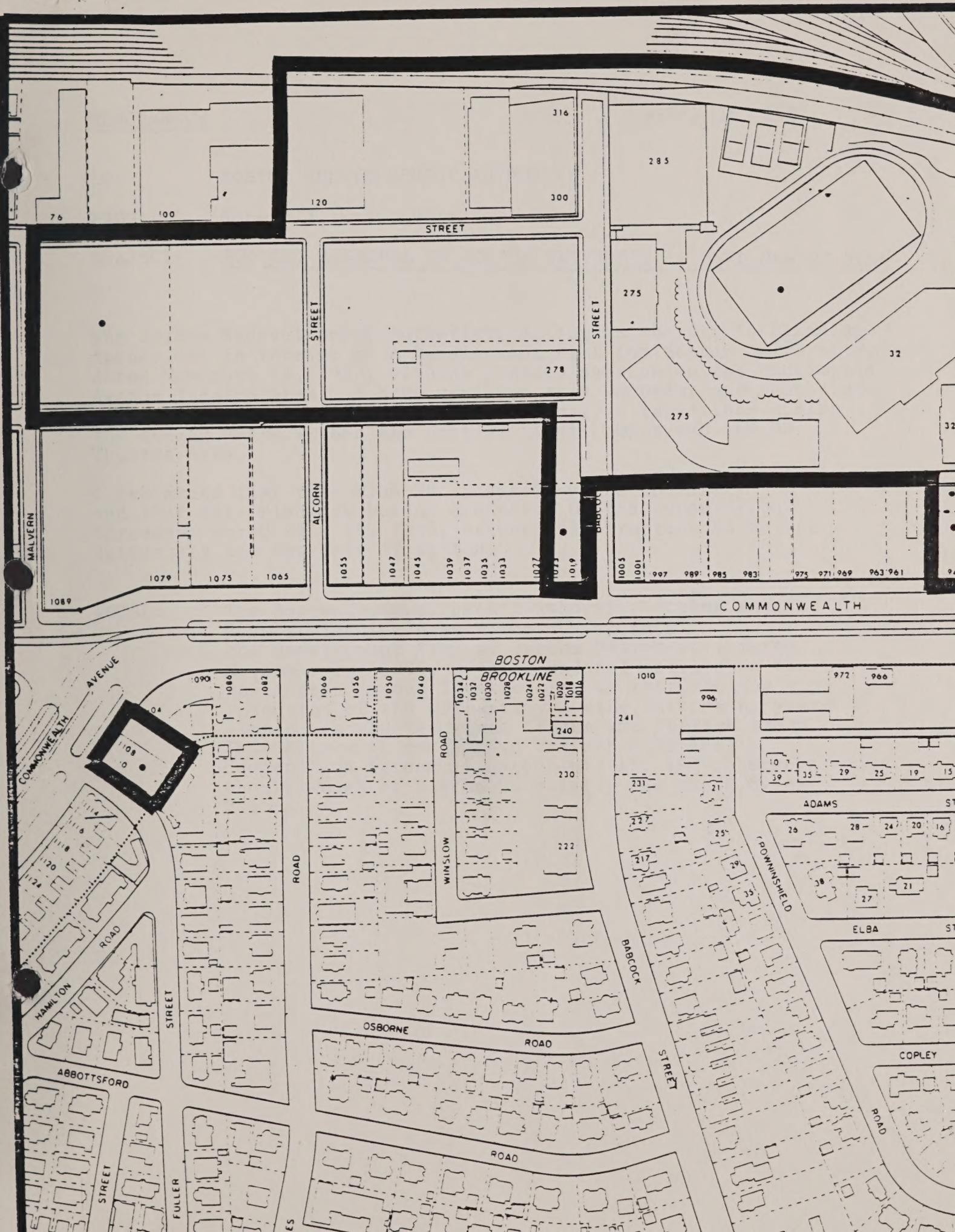
## LOCATION

## PROPOSED USE

486-496 Comm. Ave.

Joint Venture:  
 Elderly Housing





MALVERN

STREET

STREET

COMMONWEALTH

BOSTON  
BROOKLINE

COMMONWEALTH AVENUE

ROAD

ROAD

WINSLOW

OSBORNE

ROAD

ROAD

ROAD

STREET

ADAMS

ELBA

COPLEY

ROAD

ROAD

STREET

FULLER

STREET

ABBOTSFORD

STREET

AVENUE

ROAD

STREET

STREET

STREET

STREET



MEMORANDUM

APRIL 30, 1981

TO: BOSTON REDEVELOPMENT AUTHORITY

FROM: Robert J. Ryan, Director

SUBJECT: REQUEST APPROVAL OF BOSTON UNIVERSITY'S DEVELOPMENT PLAN

The Boston Redevelopment Authority, acting as the City's Planning Agency, is in receipt of a Development Plan for Boston University, dated November 14, 1980, with an undated section on the Huntington Avenue Theatre Area. I have reviewed this document and feel that it appropriately reflects Boston University's intentions during the coming years within the Charles River Campus and the BU Theatre Area.

I recommend that this Plan be accepted by the Authority and that this Plan now become Exhibit A of the Cooperation Agreement dated July 15, 1980, between the Trustees of Boston University and the City of Boston.

VOTED: The Boston Redevelopment Authority, acting as the City's Planning Agency, hereby accepts the Development Plan of Boston University, dated November 14, 1980, with an undated section on the Huntington Avenue Theatre Area as representing the intention of the University during the coming years within its Charles River Campus and Theatre areas. This Plan will now become Exhibit A of the Cooperation Agreement dated July 15, 1980, between the Trustees of Boston University and the City of Boston.